



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Iechyd gwell
Gofal gwell
Bywyd gwell

Better health
Better care
Better lives



Chief Operating Officer

Candidate information pack

August 2026

Welcome from the CEO

Thank you for taking the time to explore this opportunity to join Swansea Bay University Health Board. This is a pivotal moment for our organisation as we continue to strengthen the safety, quality and sustainability of care for the people of Swansea and Neath Port Talbot, while shaping the future of services across South West Wales.

Our ambition is clear: to create a healthier Swansea Bay, where people live well and age well, supported by high-quality care that is compassionate, equitable and delivered as close to home as possible. Our mission – **Better Health, Better Care, Better Lives** – reflects our commitment to prevention, early intervention, partnership working and continuous improvement.

Swansea Bay University Health Board is one of the largest employers in South West Wales, with around 14,700 staff, providing NHS services across Swansea and Neath Port Talbot alongside specialist tertiary services for patients from further afield.

Our organisational strategy, **A Healthier Swansea Bay**, sets out a clear vision for a population health organisation focused on prevention, reducing inequalities and improving access to care. We have made important progress, including improvements in planned care, but we are also clear-eyed about the scale of the challenge ahead: delivering sustainable services, reducing variation, strengthening community-based care and achieving financial balance while continuing to improve quality and experience for patients and staff.

We are honest about the challenges we face. Like health systems across Wales and the UK, we are responding to rising demand, workforce pressures, financial constraints, persistent health inequalities and the need to modernise how services are organised and delivered. At the same time, Swansea Bay has real strengths: dedicated colleagues, strong clinical services, important regional and specialist roles, committed partners and a clear strategic direction for the years ahead.

As a senior leader in our Health Board, you would be joining us at a time when visible, values-led leadership really matters. Through Organised for Success, we are aligning our structures, leadership arrangements and operating model to our strategy, strengthening accountability from Board to ward and enabling more clinically led decision-making.

Alongside this, Transforming for the Future – our refreshed Clinical Services Plan – will set out a clinically robust and financially sustainable model of care for Swansea Bay, informed by evidence on population health, demand and capacity, workforce, infrastructure, digital capability, quality, safety, inequalities and affordability.

We are looking for someone who brings strategic judgement, pace, humility and a strong commitment to public service values. Our organisational values – caring for each other, working together and always improving – are central to the way we lead, make decisions and support our colleagues.

You will need to be comfortable leading through complexity, working across organisational and system boundaries, and helping us make the difficult choices required to deliver safe, sustainable and high-quality care. Just as importantly, you will need to be a collaborative colleague: someone who builds trust, supports teams, challenges constructively and keeps patients, staff and communities at the centre of every decision.

If you are motivated by the opportunity to make a lasting difference in a complex, ambitious and values-driven health board, I hope you will consider applying. Thank you for your interest in Swansea Bay University Health Board. I look forward to hearing from you.

Abigail Harris
Chief Executive
Swansea Bay University
Health Board



About Us

Swansea Bay UHB has a budget of £1.7bn and employs around 14,700 people, making us one of the largest employers in Wales. We provide NHS care for a population of around 390,000 across Swansea and Neath Port Talbot.

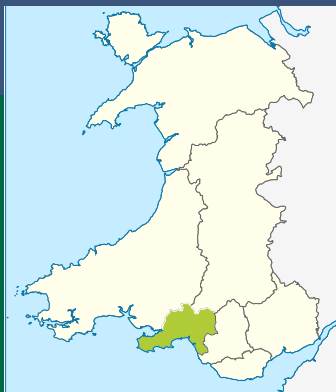
We offer a wide range of tertiary services to patients further afield, including burns and plastics, renal, cardiac surgery and specialist neonatal care.

We have three major acute hospitals – Morriston, Singleton and Neath Port Talbot, and provide community and mental health care, along with commissioning primary care services.

We have also set up the Southwest Wales Regional Joint Committee (RJC) with Hywel Dda UHB to provide joint leadership for planning, commissioning, and delivering services across the wider Southwest Wales region.

Our strategic vision is clear: a healthier Swansea Bay where individuals enjoy longer, happier, and more independent lives, with access to the care they need when they need it most. We are committed not only to treating illness, but also to supporting wellbeing throughout people's lives.

By working with our communities and partners, we seek to tackle health inequalities, empower people to make informed choices, and foster environments where everyone can thrive physically, mentally, and socially.



Vision, Mission and Values

Our Vision

At Swansea Bay University Health Board, our vision is to create a healthier future for everyone in our communities where people live well and age well. We envision a future where everyone enjoys longer, healthier, and happier lives, where people are supported to remain active and independent for as long as possible and access high-quality care when they need it most.

Our ambition is to create a wellness-focused system that prioritises prevention, early intervention, and anticipates health needs. Care will be delivered as close to home as possible, reducing reliance on hospital services and enabling faster recovery when hospital care is necessary. We are committed to delivering seamless, equitable, and person-centred care that responds to what matters most to individuals and their families. Through strong partnerships with patients, communities, and stakeholders, we will tackle health inequalities and empower people to take control of their wellbeing.

We are committed to fostering a culture of continuous improvement, innovation, and inclusion where staff feel valued, supported, and inspired to deliver their best. Through research, education, and collaboration we will shape a smarter, more sustainable health service that is fit for the future.

We will make responsible decisions that prioritise environmental sustainability, financial integrity, and social responsibility. We will embrace digital transformation, harness technology, and redesign services to meet the changing needs of our population ensuring care is safe, effective, and equitable.

Rooted in compassion and driven by excellence, we are working together toward a future where the Health Board is recognised as a leading example of compassionate, forward-thinking healthcare and Swansea Bay is a place where everyone has the opportunity to thrive.



Our Mission

Our mission is simple yet powerful: to deliver better health, better care and better lives for the people we serve. This means helping individuals, families, and communities to live healthier, more fulfilling lives, preventing illness where we can and treating it swiftly, safely, and compassionately when we must.

Better Health means focusing on prevention, education, and early intervention. We work alongside our partners and communities to tackle the root causes of poor health supporting people to make informed choices, promoting mental wellbeing, and reducing health inequalities.

Better Care is about putting people at the heart of everything we do. We aim to deliver safe, timely, and personalised care which reflects what matters most for each individual. Whether at home, in the community, or in hospital, we strive to ensure every patient experience is grounded in dignity, respect, and excellence.

Better Lives reflects our wider commitment to supporting wellbeing beyond healthcare. By collaborating with social care, education, housing, and voluntary sectors, we aim to create the conditions where people can thrive physically, mentally, and socially.

Together, this mission drives every decision we make, as we build a stronger, healthier and more equitable Swansea Bay.

As a Health Board, we recognise that our direct influence on people's overall health, wellbeing, and quality of life is limited. Many of the factors that shape health outcomes such as housing, income, education, and social connections sit beyond the boundaries of health services.

Our strategy therefore focuses on the areas where we can make the most direct and meaningful impact, including the quality, accessibility, and effectiveness of care. However, we remain mindful of the wider determinants of population health and wellbeing.

We will use broader indicators such as the three below to inform our priorities, strengthen partnerships, and advocate for collective action that supports healthier lives and communities.



Our Values

Our values are those things which define our culture. They are the answer to the question: what is important to us? They serve as a reference point for everything we do and how we lead and manage the organisation.

Caring for each other in every human contact, in all of our communities and each of our hospitals.

- We are friendly, helpful and attentive. We welcome others with a smile
- We see people as individuals; we do the right thing for every person and treat everyone with dignity and respect
- We are kind, compassionate, patient and empathetic to the needs of others

Working together as patients, families, carers, staff and communities so that we always put patients first.

- We communicate openly and honestly and explain things clearly
- We take time to listen, understand and involve people; we value everyone's contribution, and we work with our partners to join things up for people
- We are open to, and act on, feedback
- We speak up if we are concerned

Always improving so that we are at our best for every patient and for each other.

- We keep people safe and provide an efficient and timely service
- We are professional and hold ourselves and each other to account
- We choose a positive attitude, seek out learning and continually develop our skills and services



Our Strategy

Our organisational strategy describes our commitment to building a healthier future for everyone in our communities; a future where people live well and age well, supported by high-quality care that is compassionate, equitable, and delivered close to home.

Our vision is clear: a healthier Swansea Bay where individuals enjoy longer, happier, and more independent lives, with access to the care they need when they need it most.

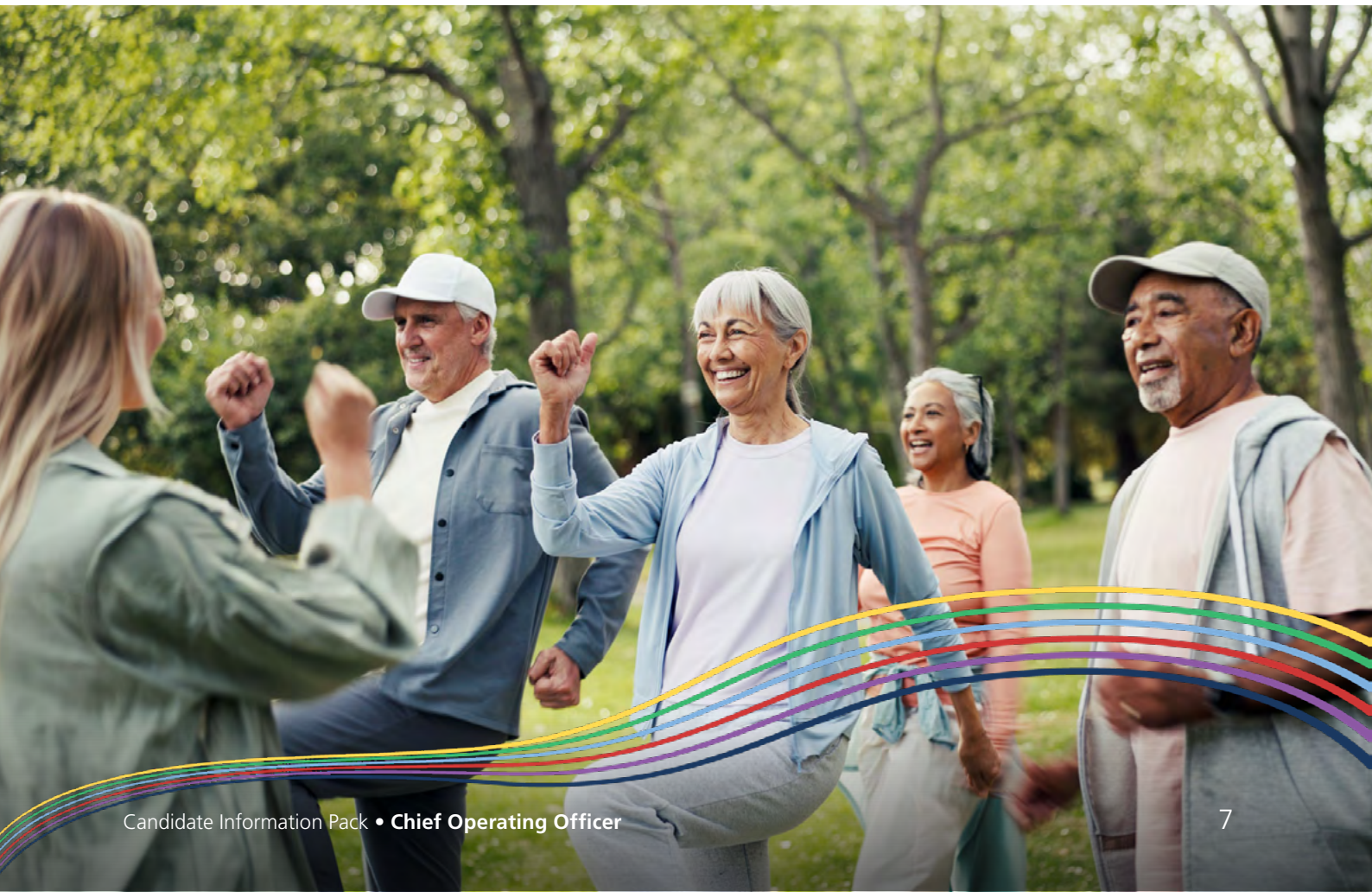
Swansea Bay UHB covers a population of around 390,000 in the Swansea and Neath Port Talbot areas. We have a budget of around £1.7bn, and we employed around 14,700 people.

We have three major hospitals providing a range of services: Morriston and Singleton in Swansea and Neath Port Talbot in Baglan, Port Talbot. We also have a community hospital and primary care resource centres providing clinical services outside the main hospitals.

Primary care independent contractors play an essential role in the care of our population and the Health Board commissions services from GPs, opticians, pharmacists and dentists across the area. We have 45 GP practices in our Health Board area, 58 dental practices including orthodontists, 32 optometry practices and 91 community pharmacies.

Mental health and learning disabilities services are provided both in hospital and community settings. Forensic mental health services are provided to a wider community which extends across the whole of South Wales.

Find out more about our strategy [here](#):



Our People and Finances



Expenditure on primary
healthcare services
£227,549,000



Capital Resource Allocation
£53,964,000



Expenditure on healthcare
from other providers
£335,625,000



Revenue Resource Allocation
£1,375,303,000



Expenditure on hospital and
community health services
£1,178,189,000



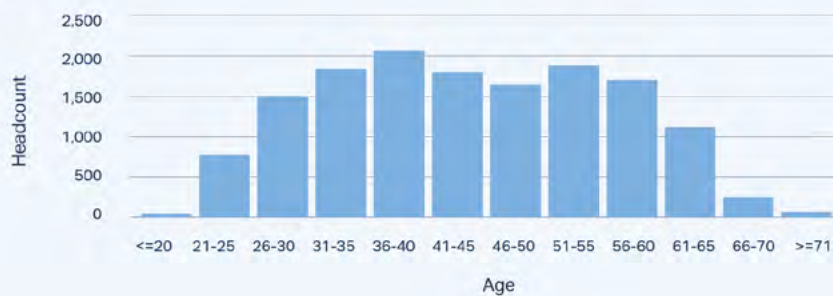
Gross Operating Costs
£1,741,363,000

Members of staff

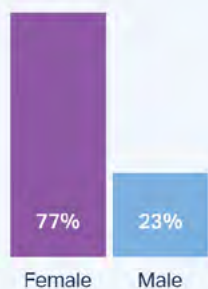
14,649



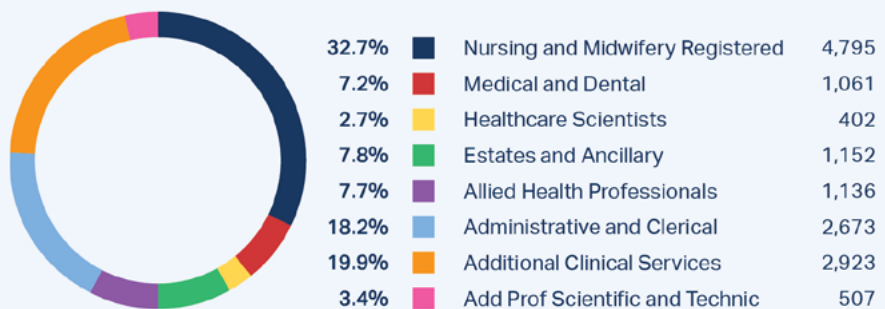
Age profile



Gender



Staff Group



Our Services

Services across our region



44
GP
practices



63
Dental
practices



90
Community
pharmacies



32
Optometry
practices

H1 Gorseinon Hospital

H2 Morriston Hospital

H3 Singleton Hospital

H4 Neath Port
Talbot Hospital



Tertiary services

Examples of specialised care provided on a regional basis:



Cancer,
including our
South West
Wales Cancer
Centre



**Weight loss
surgery**,
including
bariatric surgery



Cardiac,
including
complex surgery



**Maxillofacial
surgery**,
including cleft lip
and palate
surgery



Renal, including
dialysis



**Specialist
neonatal care**,
including the
neonatal
intensive care
unit



**Burns and
plastics**,
including surgery
and intensive
care



**Medium-secure
mental health
provision**,
including the
Caswell Clinic in
Bridgend



**Fertility
services**,
including IVF at
the Wales
Fertility Institute

Including tertiary services, in a single year across the Health Board there are:



78,157
ED attendances



53,720
MIU attendances



630,991
Outpatient
appointments



138,315
Diagnostic
procedures



30,178
Inpatient and daycase
procedures



283,416
District nursing
visits



60,746
Common Ailments
Scheme Consultations



127,905
Eye care examinations



19,763
Calls to 111 press 2



9,303
Referrals to local mental
health services



2,170,000
GMS consultations



786,782
GMS consultations
were urgent or acute



161,840
Referrals from
primary care



33,063
Urgent dental care
appointments



4,100
Psychological
therapy referrals

About the Area

Imagine combining a senior career in a major university health board with the opportunity to end each working day by the sea.

That is the offer of Swansea Bay.

This is a part of Wales where city, coast and countryside come together in a way few places can match. Swansea is a vibrant and ambitious city with a strong sense of identity, excellent restaurants, independent shops, galleries, theatres, live music and sport.

Its waterfront, marina and beaches are on the doorstep, while Swansea University brings a genuinely international outlook and a thriving research and student community.

Then there is Gower. Britain's first designated Area of Outstanding Natural Beauty begins virtually on the city's doorstep, offering miles of spectacular coastline, award-winning beaches, dramatic cliffs, woodland and open countryside. Rhossili, Three Cliffs Bay and Oxwich are just some of the destinations that make this one of the UK's most remarkable coastal landscapes.



Beyond the coast, the valleys, waterfalls and mountains of South Wales provide outstanding opportunities for walking, cycling, mountain biking and exploration.

For families, there is plenty to recommend the area. Swansea and the surrounding communities offer a broad choice of schools, while Swansea University provides a strong higher education presence. Housing is also an important part of the proposition. Compared with many parts of southern England, your money goes considerably further, whether you are looking for a city apartment, a family home near good schools, a coastal property or somewhere surrounded by countryside.

Swansea Bay is also better connected than its coastal setting might suggest. The M4 provides easy access across South Wales and into England, with Cardiff around an hour away and Bristol approximately two hours by road.

Direct rail services connect Swansea with Cardiff, Bristol and London, making the capital accessible for meetings, culture or simply a change of scene.

Most importantly, this is a place where professional ambition and quality of life do not have to compete with one another. Swansea Bay University Health Board is a major employer and healthcare organisation, serving communities across Swansea and Neath Port Talbot and working alongside academic, research and wider public-sector partners.

So if you are looking for your next senior leadership challenge, why not choose somewhere you would actually want to live?

In Swansea Bay, you can make a difference at work – and, five minutes later, be walking beside the sea.



Job Description

Job Title:	Chief Operating Officer
Department:	Executive
Hours:	Full time
Remuneration:	Band 14: £161,062 - £172,543
Reports to:	Chief Executive Officer
Accountable to:	Chief Executive Officer
Base	Health Board Headquarters, Baglan Port Talbot

Key Relationships

- UHB Board
- Executive Directors & Executive Management Team
- Divisional Directors & Divisional Management Teams
- Clinical Directors & Directorate Management Teams
- Community Directors & Primary Care colleagues
- Senior Clinicians & Clinicians across all sectors
- Other NHS organisations
- Public Health Wales
- Local Authorities & Third Sector employers
- Local & national voluntary organisations
- Members of the Stakeholder Reference Group & Health Professionals Forum
- Staff representatives & trade unions/Local Partnership Forum
- Professional bodies & associations
- Patients / service users & their relatives/carers
- Llais
- Health Inspectorate Wales
- Education Institutions (higher and further)
- Local partnerships & Local Service Boards
- Independent contractors
- Professional & regulatory bodies
- Criminal Justice Agencies
- Advisory Committees
- MSs, MPs, Ministers & Welsh Government Officials
- Wales Audit Office
- Media

Job Summary

- The Chief Operating Officer (COO) is responsible for ensuring the successful system wide operational delivery, performance and continuous improvement of all clinical services provided by the Health Board, aligned to **A Healthier Swansea Bay**, the Health Board's organisational strategy, and its mission of **Better Health, Better Care, Better Lives**
- The clinical and operational services encompassed within the accountabilities for this post include primary care, community services, woman and children services, mental health and learning disability services, urgent and emergency care, planned care, cancer, diagnostics, secondary and tertiary hospital-based services, and relevant operational support services, including facilities
- The role of COO incorporates the role of Executive Director for Primary, Community and Mental Health Services, with Board-level executive accountability for ensuring the Health Board meets its statutory duties in relation to primary care, community services, mental health and learning disability services

- The COO will be accountable to the Board for operational delivery of clinical and clinical support services that underpin the strategic direction of the organisation, with a key focus on quality, safety, performance, financial sustainability, patient experience and outcomes. This includes clear executive accountability for the effective discharge of the Health Board's responsibilities across primary, community and mental health services.
- The COO will have leadership responsibility for effective day-to-day management of clinical services through the Health Board's care group operating model. The Health Board is transitioning through the Organised for Success programme from four Service Groups to six thematic, clinically-led Care Groups, which will run in shadow form from January 2027 before going live on 1 April 2027.
- As lead for operational performance and delivery, the COO will be responsible for contributing to the annual plan and Integrated Medium-Term Plan (IMTP) in the context of the Health Board's Performance and Accountability Framework, financial recovery requirements and Welsh Government escalation expectations
- The COO will hold a central delivery role around the executive table, providing grip, pace and visible leadership for operational recovery, financial improvement, improvement and transformation, de-escalation and the sustainable consolidation of performance improvements
- The COO will work as part of a strong executive triumvirate with the Executive Medical Director and Executive Director of Nursing, providing integrated operational, medical and nursing leadership to support safe, high-quality and sustainable services
- The COO will work closely with the Chief Executive Officer and the Health Board's Delivery Unit, which acts as an organisational engine room for delivery, to ensure operational priorities are translated into clear actions, milestones, accountability arrangements and sustained improvement

- Provide leadership in the development and implementation of the overall service improvement agenda, working with executive colleagues to ensure the organisation is prepared and able to deliver sustainable improvement, including in domains subject to enhanced oversight or escalation

Particular key responsibilities will be to:

- Provide operational leadership and management of the Care Groups, ensuring that they have appropriate leadership and management capacity to deliver their objectives through a clinically led triumvirate leadership model, including operational, nursing and medical leadership
- Lead in establishing and embedding performance management arrangements for the Care Groups to ensure delivery of annual plan, IMTP and Performance and Accountability Framework requirements
- Provide clear executive ownership of delivery, managing the tension between collective executive team accountability and the need to work closely with Care Group directors and senior operational leaders to secure delivery
- Build and maintain strong, credible relationships with Care Group leaders, clinical leaders, corporate directors, partner organisations and system stakeholders, ensuring accountability is clear and delivery is supported across the whole system
- Maintain a strong and effective interface with the Chief Executive's Delivery Unit, ensuring that its PMO, transformation, quality improvement capability and delivery capacity enable Care Groups to deliver agreed priorities, without displacing clear Care Group accountability for operational delivery

- Ensure effective coordination of the Health Board's executive on-call rota through the COO's office, with clear arrangements for cover, escalation, communication, business continuity and appropriate training for those participating in the on-call rota
- Lead the development of a whole system approach with shared objectives across Care Groups, with particular emphasis on revised pathways, Community by Design, prevention, early intervention and new models of care aligned with Health Board strategic objectives
- The existing Service Group model will be replaced by six thematic and clinically-led Care Groups from April 2027:
 - ▶ Medicine
 - ▶ Surgery
 - ▶ Women, Children, Young People and Families
 - ▶ Integrated Community Services
 - ▶ Mental Health and Learning Disabilities
 - ▶ Cancer Services and Clinical Services
- Lead the operational transition from the current Service Group model to the future Care Group model, ensuring clear accountability, clinically led leadership, proportionate spans of control and effective support arrangements
- Through leadership of the Care Groups, spearhead the development of innovative organisational and service solutions and ways of working to support the strategic aims of the Health Board. Ensure that successful service improvements are rapidly and systematically adopted across the Health Board, where appropriate.
- Work in partnership with Board colleagues with professional, quality, workforce, finance, strategy and health improvement accountabilities in driving and sustaining operational performance management and delivery of national and local standards and targets
- Recognise the assurance roles of executive director colleagues and work collaboratively with them to ensure required standards are delivered
- Develop and maintain effective mechanisms of communication across Care Groups ensuring engagement of clinicians across primary, community, secondary, mental health and specialist services and other professional and staff groups including trade unions
- Reflect and promote the values of the Health Board in all activities and take an active leadership role in the promotion of equality, inclusion and staff wellbeing in the delivery of services and the development of the workforce

Service Delivery and Performance

- Ensure alignment of operational plans to the delivery of Health Board strategic objectives, including the achievement of financial balance, avoiding waste and exercising proper stewardship and accountability over public money and other resources, with responsibility for a budget of around £1.1bn
- Lead, facilitate and enable cross-boundary working and alignment of service direction and priorities. Working closely with other directors, ensure the highest levels of clinical and staff engagement and involvement in the development and delivery of all services
- Lead on performance management of the Care Groups, ensuring that appropriate mechanisms are in place and that delivery is managed through the Health Board's Performance and Accountability Framework
- Challenge, motivate and empower clinical leaders, managers and staff to deliver improvements in quality, safety, access, efficiency and effectiveness in all areas of work
- Ensure a framework of effective controls is in place and rigorously applied within Care Groups, enabling risk to be assessed and managed
- Lead and support Care Group directors and their teams in delivering whole-system solutions that improve outcomes for patients and the wider population

- Drive performance in line with Health Board plans, creating robust performance and accountability arrangements that support delivery of national and local targets, Welsh Government planning expectations and de-escalation requirements
- Lead the operational contribution to reducing run rate, improving the financial position, delivering de-escalation requirements and securing sustainable improvement in areas of operational pressure, including urgent and emergency care
- Consolidate and extend operational improvements, ensuring that gains are embedded, variation is reduced and the organisation continues its journey towards high performance
- Use Delivery Unit intelligence, programme management, transformation and quality improvement support to strengthen operational grip, identify barriers to delivery, accelerate recovery actions and support the Health Board's de-escalation journey
- Ensure robust business and financial planning to maximise the effective use of resources, managed in line with relevant Health Board policy, procedure and standing financial instructions
- Deliver safe, efficient and effective care through the Care Groups, empowering clinical and operational leaders to implement change and take decisions as appropriate within agreed governance and accountability arrangements
- Drive forward and shape behaviours, fostering a culture of change, innovation, teamwork, continuous improvement and shared accountability that supports the Health Board's ambition to be a high-quality, sustainable organisation
- Make challenging recommendations on priorities, managing ambiguity and complexity to create the vision for taking the organisation forward. The judgement of the COO will be vital in helping the organisation manage risk, respond to escalation and support the strategic vision

- Utilise research, evidence, population health intelligence and performance data to support clinical services, workforce and investment planning for future services, including new care models delivered closer to home
- Contribute to the NHS Wales vision for integrated, high-quality and patient-focused health services, and to the delivery of the Health Board's organisational strategy, A Healthier Swansea Bay.

Governance and Quality

- Develop effective organisational arrangements and capacity that enables the Health Board to meet its strategic aims within a framework of strong, effective governance
- Ensure robust arrangements are in place to deal with governance issues across all services, ensuring that the highest standards of corporate and clinical governance are maintained via the Care Groups. Work with the Medical Director, Director of Nursing and Patient Experience, Director of Therapies and Healthcare Science and other executive colleagues to address clinical governance issues across the whole system
- In partnership with executive colleagues, ensure alignment between the corporate, clinical and professional agendas where the ultimate goal is safety and quality of service for users and continuous improvement of the patient experience
- Ensure that all risks are identified and managed appropriately to reduce harm. Inform the Chief Executive Officer of any service or care issue that may be detrimental to patient safety, quality, performance, financial sustainability or the reputation of the organisation
- Ensure that the Board is appropriately advised and assured in relation to the Health Board's statutory duties for primary care, community services, mental health and learning disability services, including the governance, performance, quality and sustainability of those services

- Provide leadership and assurance in relation to domains subject to Welsh Government escalation or enhanced oversight, including operational delivery, performance, quality, finance and recovery requirements relevant to the COO portfolio

Leadership and Management of Staff

- Provide strong and effective leadership by inspiring others with clear strategic vision and direction for the operational performance and delivery of services
- Ensure clear lines of accountability and effective management of all direct reports, in accordance with the employment policies and practices of the Health Board. This includes recruitment, selection, performance management, identification of training and development needs, and setting of annual objectives in line with Health Board objectives, the Performance and Accountability Framework and the Performance Appraisal Development Review Process
- Lead, coach, develop and retain a high-performance senior management team with an emphasis on building capacity and capability across the future Care Group model
- Ensure effective liaison and management arrangements exist in relation to independent contractors and their staff in GMS, GDS, Community Pharmacy and Optometry, recognising and understanding the complexity of their contractual status
- Ensure PADR is embedded within services, supporting full compliance for all eligible staff
- Challenge conventional approaches to drive forward change, demonstrating a commitment to creating a learning organisation culture delivering continuous improvement

- Provide visible leadership for organisational change as the Health Board implements the Organised for Success programme, including the transition to a Care Group model and the development of a consistent organisational methodology for improvement, culture change and service delivery
- Maintain and improve own knowledge, learning and ability to excel in the role, setting an example for others
- Adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner that reflects and promotes the values of the Health Board

Ambassador for the UHB

- As one of the cadre of senior leaders within Wales, to contribute to the wider health and organisational agenda of NHS Wales and Welsh Government
- Provide whole-system leadership across local, regional and national partnerships, using the integrated nature of the Health Board, academic links and wider partner relationships to strengthen delivery and improvement
- The Chief Operating Officer will act as an ambassador for the UHB and NHS Wales

Performance Appraisal

- Performance will be appraised and objectives agreed on an annual basis with the UHB Chief Executive Officer, in line with the UHB's Performance and Accountability Framework.

Person Specification

Essential Qualifications/Development

- Educated to a minimum of Master's Degree level equivalent qualification or level of experience
- Evidence of Management and Leadership Development geared towards very senior posts
- Evidence of and a demonstrable commitment to Continual Professional Development with an active and varied CPD portfolio

Essential Experience and Knowledge

- Proven experience of working at a strategic level and contributing at a very senior level, close to or at Board level in a large complex organisation, preferably within the NHS and across whole healthcare systems.
- Outstanding reputation and demonstrable successes at director/very senior level, with a proven track record of producing high quality results in the management and leadership of operations in a large organisation, preferably within the NHS.
- Significant experience of providing Board-level executive leadership and assurance for primary care, community services, mental health and learning disability services, or equivalent whole-system operational portfolios involving statutory duties and complex partnership arrangements.
- Experience of managing significant resources and budgets and a proven track record of delivering financial balance, sustainability and value for money.
- Experience of operational and capacity planning to meet organisational performance targets.
- Understanding of clinical engagement with evidence of methodology and experience of implementation.
- Experience of establishing and applying robust performance management systems and accountability frameworks.
- Evidence of setting and achieving ambitious attainable targets and of leading and implementing innovative solutions, and complex change and modernisation programmes designed to improve quality and services within tight financial constraints.
- Understanding of NHS Wales planning, performance, escalation and accountability arrangements, including the role of annual plans, IMTPs and organisational performance frameworks.
- Understanding of the NHS modernisation agenda and use of this knowledge to develop and implement strategy and service developments.
- In depth knowledge of key health policies, objectives and national operating framework.
- Understanding of the broader strategic and policy context for delivery of health services in Wales.
- Experience of developing and implementing corporate strategies with a track record of successes in delivering against national and local targets.
- Experience of leading or contributing to large-scale organisational redesign, operating model change or transformation programmes.
- Experience of leading organisations or services through turnaround, rapid recovery, de-escalation or sustained improvement journeys, with evidence of moving services towards high performance.
- Experience of working effectively with corporate delivery, programme management, transformation or quality improvement functions to provide grip, pace, assurance and support for complex organisational priorities, while maintaining clear operational accountability within delivery teams.

Essential Abilities and Personal Qualities

- Able to identify and manage critical issues and priorities.
- Strong analytical and critical reasoning skills.
- Excellent communication skills, including written, verbal and Board-level presentation skills.
- High level of managerial competency including ability to manage and lead a complex and dynamic professional environment.
- Excellent leadership and influencing skills and demonstrable professional credibility.
- Strong commercial and business acumen, understanding the impact of operational efficiencies on overall revenue performance.
- Proven service improvement and modernisation skills, including use of recognised improvement methodologies.
- Programme and project management skills.
- Able to develop and maintain effective working relationships with professional groups and senior managers within the organisation and in other agencies.
- The energy, resilience, stamina and drive required of an Executive Director in a large University Health Board, with a proven ability to set and meet ambitious targets and monitor against targets.
- Commitment to public service values.
- Extensive knowledge and understanding of the NHS, and politically astute, working effectively with key influencers to deliver across the whole healthcare system.
- Able to recognise the wider interest groups and stakeholders within the Health Board, and work sensitively to overcome their differing positions and interests.
- Innovation and vision, including an ability to build organisational capabilities, establishing a clear strategic vision and direction and translating this into successful outcomes.
- Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions, and to articulate these to others; and the ability to cope with ambiguity and perform through uncertainty.
- Ability to lead through significant organisational change, including periods of escalation, scrutiny and transition to new operating models.
- Visible, energetic and pace-setting leadership style, with the ability to create confidence, build credibility quickly and operate effectively across Executive, operational, clinical and system leadership environments.

Behavioural Framework

- Applicants should download the NHS Wales **Behavioural Competence Structure** for this role before applying

How to Apply

The closing date for applications is **20 September 2026**.

Applications should include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post (**ideally no more than two pages**).
- A **Curriculum Vitae (CV)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees covering the last six years of employment. References will not be taken without your permission (**ideally no more than three pages**).
- You will need the following reference code: **SBUHB-COO-0826**

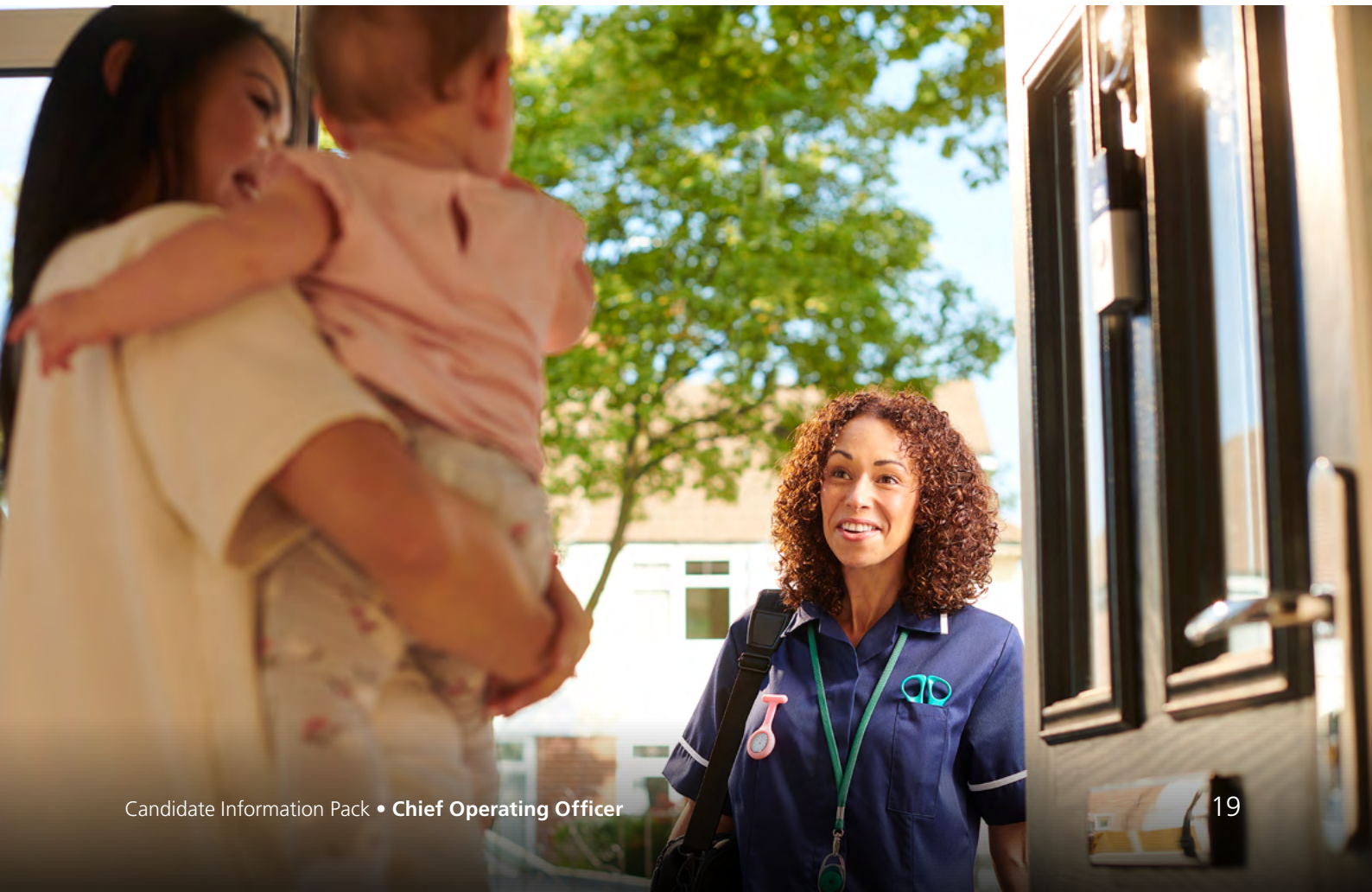
All applications will be acknowledged.

For an informal conversation about the post please contact Finn McNulty at our recruitment partners, Hunter Healthcare by email: fmcnulty@hunter-healthcare.com or phone: **07966 006091**

[CLICK HERE TO APPLY ONLINE ➔](#)

KEY DATES:

Application deadline	20 Sept 2026
Longlisting	23 Sept 2026
Shortlisting	13 Oct 2026
Stakeholder sessions & interviews	6 Nov 2026





GIG
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